

**From:** Jim Ryan <jryan@lbbassociates.com>  
**To:** Craig W. Bulkley  
**Cc:**  
**Subject:** RE: Transportation RFP - LB&B Financial Spreadsheet

Thanks Craig -

***Jim Ryan***

Director of Business Development  
LB&B Associates Inc.  
9891 Broken Land Parkway  
Suite 400  
Columbia, MD 21046  
Office: 301-596-2440  
Cell: 443-878-6122  
Fax: 301-596-7879  
<http://www.lbbassociates.com/>

*The information contained in this message and any attachment may be proprietary, confidential, and privileged or subject to the work product doctrine and thus protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, please notify me immediately by replying to this message and deleting it and all copies and backups thereof. Thank you.*

**From:** Craig W. Bulkley [<mailto:cbulkley@liquor.state.nh.us>]  
**Sent:** Wednesday, July 10, 2013 3:02 PM  
**To:** Jim Ryan  
**Subject:** Transportation RFP - LB&B Financial Spreadsheet

Jim:

We will get back to you tomorrow regarding the issue you raised with me over the phone this morning.

Thank you.



Please consider the environment before printing this e-mail.

Craig W. Bulkley  
Director  
Division of Administration  
NH State Liquor Commission  
 (603) 230-7008

FAX (603) 271-3897  
Cell: (603) 490-1559  
✉ [cbulkley@liquor.state.nh.us](mailto:cbulkley@liquor.state.nh.us)

#### CONFIDENTIALITY NOTICE

This e-mail and any files transmitted with it are confidential and are intended solely for the use of the individual or entity to whom they are addressed. This communication may contain material protected by law. If you are not the intended recipient or the person responsible for delivering the e-mail to the intended recipient, be advised that you have received this e-mail in error and that any use, dissemination, forwarding, printing, or copying of this e-mail is strictly prohibited and may be subject to criminal prosecution. If you have received this e-mail in error, please destroy and immediately notify me by telephone at (603)230-7008.



Craig: We have reviewed the spreadsheet and have identified several inaccuracies. First, although current practice provides separate rates for Hand-off, Lift-Gate and Pallet deliveries, the RFP required bidders to submit two rates. One rate for hand-off stores and one for pallet stores. The RFP required lift-gate stores to be treated as pallet stores in the rating process. In the spreadsheet you forwarded Jul 9<sup>th</sup> you inaccurately combined the lift-gate deliveries into the hand-off stores. I have provided the formulas in the enclosed spreadsheet. I have also updated your July 9<sup>th</sup> spreadsheet to reflect the correct volume figures.

Second, in our Proposal, as is current practice, we set Veteran's Day and the Day after Thanksgiving to be normal delivery days. In addition your June 12<sup>th</sup> amendment removed these dates from the holiday schedule. In your July 9<sup>th</sup> spreadsheet you calculated our costs at the holiday rate. I have updated your July 9<sup>th</sup> spreadsheet to reflect these volumes as 0 as these are not holiday volumes for us.

Third, the case volumes listed for transfer from Nashua to Bow are greatly understated. Section 2.2 of the RFP provides a movement figure of 500,000 cases, which although still low, is much closer to the number of cases which likely will need to be transferred from Nashua to Bow.

Fourth, the second "Additional Note" indicates that these rates are based upon a fuel purchase cost of \$4.50. This cannot be accurate for several reasons. First, no fuel surcharge was included in the rates section of the spreadsheet, which would indicate that this spreadsheet is intended to compare base rates. Second, the RFP requires rates to be set based upon a fuel price of \$3.25 per gallon. Third, our price for fuel has not been near \$4.50 per gallon since 2008 while averaging \$3.73 per gallon so far for 2013.

Question: The total cost shown in this spreadsheet is based upon only one year of volumes and which occur prior to the start of the contract itself. There is still some question in our minds as to the 18-month vs. 5-year rate clarification. Will bidders be scored financially based upon the volumes specified in this worksheet or on both the projected volumes and projected rates over the full ~5-year first term of the contract? Our rates are good for 5-

years and we have some concern that other bidders may have only provided rates for the first 18-months which would make their rates seem better.

Should you have any questions or wish to schedule a meeting, please feel free to contact me.

Thanks - Brian

**From:** Craig W. Bulkley [<mailto:cbulkley@liquor.state.nh.us>]  
**Sent:** Tuesday, July 09, 2013 3:35 PM  
**To:** Brian Law  
**Subject:** Confirmation of Financials - Law

Brian:

Please review the attached spreadsheet and confirm the rates included in your current proposal for each applicable Appendix.

To calculate the annual cost of your services based on the rates you submitted, we used data for the period from 5/1/2012 - 4/30/2013.

Additionally, the data contains an estimate of the number of cases moving between Nashua and Bow, and Concord and Bow totaling approximately 190,000 cases as well as the related costs based on your proposal.

Please review the rates carefully and confirm that our calculation of your costs are correct. If they are not correct, please respond with appropriate corrections.

**Please respond to this email by 4:00 PM on Thursday, July 11, 2013. Thank you.**



Please consider the environment before printing this e-mail.

Craig W. Bulkley  
Director  
Division of Administration  
NH State Liquor Commission  
☎ (603) 230-7008  
FAX (603) 271-3897  
Cell: (603) 490-1559  
✉ [cbulkley@liquor.state.nh.us](mailto:cbulkley@liquor.state.nh.us)

**CONFIDENTIALITY NOTICE**

This e-mail and any files transmitted with it are confidential and are intended solely for the use of the individual or entity to whom they are addressed. This communication may contain material protected by law. If you are not the intended recipient or the person responsible for delivering the e-mail to the intended recipient, be advised that you have received this e-mail in error and that any use, dissemination, forwarding, printing, or copying of this e-mail is strictly prohibited and may be subject to criminal prosecution. If you have received this e-mail in error, please destroy and immediately notify me by telephone at (603)230-7008.

**LAW RATE PROPOSAL SUMMARY (correct July 10, 2013)**

		CASE VOLUME	APPENDIX-D		APPENDIX D-1		APPENDIX D-2		APPENDIX D-	
		5/1/2012 - 4/30/2013	NO CO-MINGLING		CO-MINGLING		CO-MINGLING +		LICENSEE DELIVERY	
			M-F	Wknd/Hol	M-F	Wknd/Hol	M-F	Wknd/Hol	M-F	Wknd/Hol
<b>AVERAGE CASES:</b>	Pallet Unload		\$ 0.80	\$ 1.00	\$ 0.70	\$ 0.90	\$ 0.65	\$ 0.85		
	Hand Unload		\$ 1.00	\$ 1.25	\$ 0.90	\$ 1.15	\$ 0.85	\$ 1.10		
<b>MOVEMENT:</b>	Nashua - Bow		\$ 0.50	\$ 0.75	\$ 0.50	\$ 0.75	\$ 0.50	\$ 0.75		
	Concord - Bow		\$ 0.25	\$ 0.50	\$ 0.25	\$ 0.50	\$ 0.25	\$ 0.25		
	Notes & Supplies: To and From Stores		-	-	-	-	-	-		
	Product at Concord Whse to Bow Whse		-	-	-	-	-	-		
	Pallets - Unuseable pallets & empty boxes		-	-	-	-	-	-		
<b>SUMMARY OF CASES &amp; COSTS:</b>										
	Pallet Total (including Lift-gate)	2,502,000	71%	\$2,001,600		\$1,751,400		\$1,626,300		Fixed Cost
	Hand Total	1,037,978	29%	\$1,037,978		\$ 934,180		\$ 882,281		1-50 Cases \$
	Total Cases	3,539,978		\$3,039,578		\$2,685,580		\$2,508,581		51-100 Cases \$
										>100 Cases \$90+
	<b>Weekend/ Holiday: (11/12/12 &amp; 11/23/12)</b>									
	Pallet Total (including Lift-gate)	32,558		\$ 26,046	\$ -	\$ 22,791	\$ -	\$ 21,163	\$ -	
	Hand Total	6,808		\$ 6,808	\$ -	\$ 6,127	\$ -	\$ 5,787	\$ -	
	Total Weekend/Holiday Cases	39,366		\$ 32,854	\$ -	\$ 28,918	\$ -	\$ 26,950	\$ -	
	<b>Grand Total Annual Cases</b>	<b>3,579,344</b>								
	<b>Grand Total Annual Cost</b>			<b>\$3,072,432</b>		<b>\$2,714,498</b>		<b>\$2,535,531</b>		
	<b>Movement:</b>									
	Nashua - Bow	150,000		\$ 75,000		\$ 75,000		\$ 75,000		
	Concord - Bow	40,000		\$ 10,000		\$ 10,000		\$ 10,000		
	<b>Dist. Total Movement Cases</b>	<b>190,000</b>		<b>\$ 85,000</b>		<b>\$ 85,000</b>		<b>\$ 85,000</b>		
	<b>GRAND TOTAL:</b>			<b>\$3,157,432</b>		<b>\$2,799,498</b>		<b>\$2,620,531</b>		

**Additional Notes:**

Case volume utilized for this analysis is based on historical activity from 5/1/2012 - 4/30/2013.

Rates based on fuel purchase cost of \$4.50.

DELIVERY	Pro#	SHIPPER	STORE	CONSIGNEE_NAME	CITY	QUANTITY
11/12/2012	345742	51546	400	LIQUOR STORE 4	HOOKSETT	112
11/12/2012	345745	51549	900	LIQUOR STORE 9	DOVER	193
11/12/2012	345748	51552	1400	LIQUOR STORE 14	ROCHESTER	318
11/12/2012	345750	51554	2000	LIQUOR STORE 20	DERRY	318
11/12/2012	345753	51557	3100	LIQUOR STORE 31	MANCHESTER	74
11/12/2012	346091	15250	3100	LIQUOR STORE 31	MANCHESTER	1
11/12/2012	345758	51562	4100	LIQUOR STORE 41	SEABROOK	95
11/12/2012	345761	51565	5100	LIQUOR STORE 51	PELHAM	67
11/12/2012	346499	15235	5800	LIQUOR STORE 58	GOFFSTOWN	240
11/12/2012	345765	51569	6400	LIQUOR STORE 64	NEW LONDON	

							148
11/12/2012	345770	51574	7100	LIQUOR STORE 71	LEE		203
11/12/2012	346501	15243	7100	LIQUOR STORE 71	LEE		76
11/12/2012	346502	15244	7200	LIQUOR STORE 72	CONCORD		36
11/12/2012	345772	51576	7400	LIQUOR STORE 74	LONDONDERRY		103
11/12/2012	345774	51578	7800	LIQUOR STORE 78	HAMPSTEAD		81
11/23/2012	346781	53164	200	LIQUOR STORE 2	W. CHESTERFIELD		313
11/23/2012	346782	53165	500	LIQUOR STORE 5	BERLIN		157
11/23/2012	346785	53168	1200	LIQUOR STORE 12	CENTER HARBOR		139
11/23/2012	347056	15781	1200	LIQUOR STORE 12	CENTER HARBOR		87
11/23/2012	346788	53171	1900	LIQUOR STORE 19	PLYMOUTH		314
11/23/2012	347058	15783	1900	LIQUOR STORE 19	PLYMOUTH		138
11/23/2012	346794	53177	3000	LIQUOR STORE 30	MILFORD		196
11/23/2012	347062	15787	3600	LIQUOR STORE 36	JAFFREY		52
11/23/2012	346799	53182	3900	LIQUOR STORE 39	WOLFEBORO FALLS		248
11/23/2012	346971	15759	4100	LIQUOR STORE 41	SEABROOK		1
11/23/2012	347065	15790	4100	LIQUOR STORE 41	SEABROOK		395
11/23/2012	346800	53183	4200	LIQUOR STORE 42	MEREDITH		211
11/23/2012	347066	15791	4200	LIQUOR STORE 42	MEREDITH		145
11/23/2012	346805	53188	5200	LIQUOR STORE 52	GORHAM		226
11/23/2012	346809	53192	5700	LIQUOR STORE 57	CENTER OSSIPEE		131
11/23/2012	346966	15689	5700	LIQUOR STORE 57	CENTER OSSIPEE		1
11/23/2012	347074	15799	5700	LIQUOR STORE 57	CENTER OSSIPEE		143
11/23/2012	346811	53194	6400	LIQUOR STORE 64	NEW LONDON		351
11/23/2012	346815	53198	7000	LIQUOR STORE 70	SWANZEY		119
11/23/2012	346816	53199	7200	LIQUOR STORE 72	CONCORD		393

11/23/2012	347082	15805	7200	LIQUOR STORE 72	CONCORD	75
11/23/2012	346818	53201	7500	LIQUOR STORE 75	BELMONT	192
11/23/2012	347085	15807	7500	LIQUOR STORE 75	BELMONT	198
11/23/2012	346820	53203	7700	LIQUOR STORE 77	RINDGE	423
11/23/2012	346964	15682	7700	LIQUOR STORE 77	RINDGE	1
11/23/2012	347088	15809	7800	LIQUOR STORE 78	HAMPSTEAD	94
						6,808
11/12/2012	345743	51547	600	LIQUOR STORE 6	PORTSMOUTH	323
11/12/2012	346085	15124	600	LIQUOR STORE 6	PORTSMOUTH	1
11/12/2012	345744	51548	800	LIQUOR STORE 8	CLAREMONT	109
11/12/2012	346495	15218	800	LIQUOR STORE 8	CLAREMONT	74
11/12/2012	345746	51550	1000	LIQUOR STORE 10	MANCHESTER	185
11/12/2012	345747	51551	1100	LIQUOR STORE 11	LEBANON	125
11/12/2012	346496	15220	1100	LIQUOR STORE 11	LEBANON	33
11/12/2012	345754	51558	3200	LIQUOR STORE 32	NASHUA	190
11/12/2012	345755	51559	3300	LIQUOR STORE 33	MANCHESTER	135
11/12/2012	345762	51566	5500	LIQUOR STORE 55	BEDFORD	83
11/12/2012	346092	15291	5500	LIQUOR STORE 55	BEDFORD	2
11/12/2012	345763	51567	5900	LIQUOR STORE 59	MERRIMACK	77
11/12/2012	345768	51572	6800	LIQUOR STORE 68	N. HAMPTON	146
11/12/2012	346089	15179	6800	LIQUOR STORE 68	N. HAMPTON	1
11/23/2012	346784	53167	800	LIQUOR STORE 8	CLAREMONT	320
11/23/2012	347054	15779	1000	LIQUOR STORE 10	MANCHESTER	98
11/23/2012	347055	15780	1100	LIQUOR STORE 11	LEBANON	82
11/23/2012	346787	53170	1600	LIQUOR STORE 16	WOODSVILLE	230

11/23/2012	346795	53178	3200	LIQUOR STORE 32	NASHUA	1,338
11/23/2012	346796	53179	3300	LIQUOR STORE 33	MANCHESTER	252
11/23/2012	346963	15678	3300	LIQUOR STORE 33	MANCHESTER	1
11/23/2012	347060	15785	3300	LIQUOR STORE 33	MANCHESTER	306
11/23/2012	346801	53184	4700	LIQUOR STORE 47	LINCOLN	383
11/23/2012	347067	15792	4700	LIQUOR STORE 47	LINCOLN	129
11/23/2012	347072	15797	5500	LIQUOR STORE 55	BEDFORD	239
11/23/2012	346808	53191	5600	LIQUOR STORE 56	GILFORD	379
11/23/2012	347073	15798	5600	LIQUOR STORE 56	GILFORD	204
11/23/2012	346810	53193	5900	LIQUOR STORE 59	MERRIMACK	451
11/23/2012	347080	15803	6800	LIQUOR STORE 68	N. HAMPTON	188
						6,084
11/12/2012	345740	51544	100	LIQUOR STORE 1	CONCORD	125
11/12/2012	345741	51545	300	LIQUOR STORE 3	MANCHESTER	22
11/12/2012	346494	15216	300	LIQUOR STORE 3	MANCHESTER	1
11/12/2012	345749	51553	1500	LIQUOR STORE 15	KEENE	138
11/12/2012	346087	15131	1500	LIQUOR STORE 15	KEENE	1
11/12/2012	346088	15135	1500	LIQUOR STORE 15	KEENE	1
11/12/2012	346497	15221	1500	LIQUOR STORE 15	KEENE	60
11/12/2012	346498	15222	2200	LIQUOR STORE 22	BROOKLINE	47
11/12/2012	345751	51555	2500	LIQUOR STORE 25	STRATHAM	201
11/12/2012	345752	51556	2700	LIQUOR STORE 27	NASHUA	91
11/12/2012	345756	51560	3400	LIQUOR STORE 34	SALEM	310
11/12/2012	345808	51698	3400	LIQUOR STORE 34	SALEM	1,104
11/12/2012	346086	15130	3400	LIQUOR STORE 34	SALEM	9

11/12/2012	345757	51561	3800	LIQUOR STORE 38	PORTSMOUTH	203
11/12/2012	345809	51699	3800	LIQUOR STORE 38	PORTSMOUTH	931
11/12/2012	346090	15200	3800	LIQUOR STORE 38	PORTSMOUTH	1
11/12/2012	346084	15114	4900	LIQUOR STORE 49	PLAISTOW	3
11/12/2012	345759	51563	4900	LIQUOR STORE 49	PLAISTOW	73
11/12/2012	345760	51564	5000	LIQUOR STORE 50	NASHUA	16
11/12/2012	345810	51700	5000	LIQUOR STORE 50	NASHUA	763
11/12/2012	345764	51568	6000	LIQUOR STORE 60	WEST LEBANON	152
11/12/2012	346500	15237	6000	LIQUOR STORE 60	WEST LEBANON	168
11/12/2012	345766	51570	6600	LIQUOR STORE 66	HOOKSETT	138
11/12/2012	345811	51701	6600	LIQUOR STORE 66	HOOKSETT	737
11/12/2012	345767	51571	6700	LIQUOR STORE 67	HOOKSETT	104
11/12/2012	345812	51702	6700	LIQUOR STORE 67	HOOKSETT	512
11/12/2012	345769	51573	6900	LIQUOR STORE 69	NASHUA	146
11/12/2012	345813	51703	6900	LIQUOR STORE 69	NASHUA	656
11/12/2012	345771	51575	7300	LIQUOR STORE 73	HAMPTON	345
11/12/2012	345814	51704	7300	LIQUOR STORE 73	HAMPTON	1,007
11/12/2012	345773	51577	7600	LIQUOR STORE 76	HAMPTON	288
11/12/2012	345815	51705	7600	LIQUOR STORE 76	HAMPTON	1,366
11/23/2012	346780	53163	100	LIQUOR STORE 1	CONCORD	353
11/23/2012	346783	53166	700	LIQUOR STORE 7	LITTLETON	323
11/23/2012	347053	15778	700	LIQUOR STORE 7	LITTLETON	285
11/23/2012	346786	53169	1500	LIQUOR STORE 15	KEENE	545
11/23/2012	347057	15782	1500	LIQUOR STORE 15	KEENE	262
11/23/2012	346789	53172	2100	LIQUOR STORE 21	PETERBOROUGH	363
11/23/2012	346790	53173	2200	LIQUOR STORE 22	BROOKLINE	

							627
11/23/2012	346965	15688	2200	LIQUOR STORE 22	BROOKLINE		1
11/23/2012	346791	53174	2300	LIQUOR STORE 23	CONWAY		888
11/23/2012	347059	15784	2300	LIQUOR STORE 23	CONWAY		179
11/23/2012	346792	53175	2500	LIQUOR STORE 25	STRATHAM		450
11/23/2012	346793	53176	2700	LIQUOR STORE 27	NASHUA		572
11/23/2012	346797	53180	3400	LIQUOR STORE 34	SALEM		832
11/23/2012	347061	15786	3400	LIQUOR STORE 34	SALEM		358
11/23/2012	346798	53181	3800	LIQUOR STORE 38	PORTSMOUTH		1,184
11/23/2012	347063	15788	3800	LIQUOR STORE 38	PORTSMOUTH		285
11/23/2012	347064	15832	3800	LIQUOR STORE 38	PORTSMOUTH		307
11/23/2012	346802	53185	4800	LIQUOR STORE 48	HINSDALE		656
11/23/2012	347068	15793	4800	LIQUOR STORE 48	HINSDALE		536
11/23/2012	346803	53186	4900	LIQUOR STORE 49	PLAISTOW		195
11/23/2012	347069	15794	4900	LIQUOR STORE 49	PLAISTOW		167
11/23/2012	346804	53187	5000	LIQUOR STORE 50	NASHUA		502
11/23/2012	347070	15795	5000	LIQUOR STORE 50	NASHUA		384
11/23/2012	346806	53189	5300	LIQUOR STORE 53	HUDSON		178
11/23/2012	346807	53190	5400	LIQUOR STORE 54	GLEN		363
11/23/2012	347071	15796	5400	LIQUOR STORE 54	GLEN		174
11/23/2012	347075	15800	6000	LIQUOR STORE 60	WEST LEBANON		449
11/23/2012	346812	53195	6600	LIQUOR STORE 66	HOOKSETT		296
11/23/2012	346967	15699	6600	LIQUOR STORE 66	HOOKSETT		2
11/23/2012	346970	15752	6600	LIQUOR STORE 66	HOOKSETT		1
11/23/2012	347076	15801	6600	LIQUOR STORE 66	HOOKSETT		136
11/23/2012	347077	15841	6600	LIQUOR STORE 66	HOOKSETT		304

11/23/2012	346813	53196	6700	LIQUOR STORE 67	HOOKSETT	449
11/23/2012	347078	15802	6700	LIQUOR STORE 67	HOOKSETT	145
11/23/2012	347079	15842	6700	LIQUOR STORE 67	HOOKSETT	132
11/23/2012	346814	53197	6900	LIQUOR STORE 69	NASHUA	1,090
11/23/2012	347081	15804	6900	LIQUOR STORE 69	NASHUA	248
11/23/2012	346817	53200	7300	LIQUOR STORE 73	HAMPTON	669
11/23/2012	347083	15806	7300	LIQUOR STORE 73	HAMPTON	242
11/23/2012	347084	15846	7300	LIQUOR STORE 73	HAMPTON	244
11/23/2012	346819	53202	7600	LIQUOR STORE 76	HAMPTON	727
11/23/2012	346960	15383	7600	LIQUOR STORE 76	HAMPTON	2
11/23/2012	346961	15399	7600	LIQUOR STORE 76	HAMPTON	6
11/23/2012	346962	15492	7600	LIQUOR STORE 76	HAMPTON	2
11/23/2012	346968	15700	7600	LIQUOR STORE 76	HAMPTON	1
11/23/2012	346969	15704	7600	LIQUOR STORE 76	HAMPTON	4
11/23/2012	347086	15808	7600	LIQUOR STORE 76	HAMPTON	288
11/23/2012	347087	15848	7600	LIQUOR STORE 76	HAMPTON	349

26,474

Hand	6,808
Pallet & Lift	32,558
	39,366

From: Craig W. Bulkey  
 To: 'Jim Ryan'  
 Cc:  
 Subject: Transportation RFP - LB&B Financial Spreadsheet

Jim:

We will get back to you tomorrow regarding the issue you raised with me over the phone this morning.

Thank you.



Please consider the environment before printing this e-mail.

Craig W. Bulkley  
Director  
Division of Administration  
NH State Liquor Commission  
☎ (603) 230-7008  
FAX (603) 271-3897  
Cell: (603) 490-1559  
✉ [cbulkley@liquor.state.nh.us](mailto:cbulkley@liquor.state.nh.us)

**CONFIDENTIALITY NOTICE**

This e-mail and any files transmitted with it are confidential and are intended solely for the use of the individual or entity to whom they are addressed. This communication may contain material protected by law. If you are not the intended recipient or the person responsible for delivering the e-mail to the intended recipient, be advised that you have received this e-mail in error and that any use, dissemination, forwarding, printing, or copying of this e-mail is strictly prohibited and may be subject to criminal prosecution. If you have received this e-mail in error, please destroy and immediately notify me by telephone at (603)230-7008.

From:	Craig W. Bulkley
To:	'Scott Lyons (EXEL CA) (Scott.Lyons@exel.com)'
Cc:	
Subject:	Transportation RFP - Exel Financial Spreadsheet

Scott:

We will get back to you tomorrow to discuss the issues you phoned about this morning.

On another note, we need to get a site drawing showing where you will store/position tractors and trailers in the event you secure the Transportation Services contract. Please forward this to me by noon on Monday, July 15, 2013.

Thank you.



Please consider the environment before printing this e-mail.

Craig W. Bulkley  
Director  
Division of Administration  
NH State Liquor Commission  
☎ (603) 230-7008  
FAX (603) 271-3897  
Cell: (603) 490-1559  
✉ [cbulkley@liquor.state.nh.us](mailto:cbulkley@liquor.state.nh.us)

**CONFIDENTIALITY NOTICE**

This e-mail and any files transmitted with it are confidential and are intended solely for the use of the individual or entity to whom they are addressed. This communication may contain material protected by law. If you are not the intended recipient or the person responsible for delivering the e-mail to the

intended recipient, be advised that you have received this e-mail in error and that any use, dissemination, forwarding, printing, or copying of this e-mail is strictly prohibited and may be subject to criminal prosecution. If you have received this e-mail in error, please destroy and immediately notify me by telephone at (603)230-7008.

**From:** Craig W. Bulkley  
**To:** 'Law, Brian (brianlaw@lawwarehouses.com)'  
**Cc:** John D. Bunnell  
**Subject:** RE: Transition Issues (Law)

Brian:

We will be happy to meet again at a mutually agreeable time. Please give me a call to set up a date and time.

Craig

**From:** Brian Law [<mailto:brianlaw@lawwarehouses.com>]  
**Sent:** Wednesday, July 03, 2013 4:07 PM  
**To:** Craig W. Bulkley  
**Cc:** John D. Bunnell; Brian Law; John Guerette; Jeff Malone  
**Subject:** RE: Transition Issues

Craig and John: We have discussed your questions and comments, which of course generated mostly more questions, all of which is in my reply to each item below. Should you wish to hold another meeting, we're happy to meet again. Enjoy the holiday.

Brian

**From:** Craig W. Bulkley [<mailto:cbulkley@liquor.state.nh.us>]  
**Sent:** Monday, July 01, 2013 3:36 PM  
**To:** Brian Law  
**Cc:** John D. Bunnell  
**Subject:** Transition Issues  
**Importance:** High

Brian:

We have answered some of your questions stemming from our meeting where we discussed transition issues. Other questions have raised questions which we have set out below. We continue to work on your remaining questions and ask that you provide us answers to the questions in this email so that we can continue this process. Thank you.

#### Questions:

- We look to the NHSLC to call upon Exel to prioritize the hiring of Law employees and to ensure that Exel will not avoid hiring Law employees due to the need for Law employees to work in Nashua through October 31<sup>st</sup>. We will work with the NHSLC and Exel to coordinate training while working to ensure that all orders are picked.

*We have asked Exel to establish a process for interviewing Law warehouse employees who are interested in working in the Bow facility. We understand your request for priority to mean that you want interested employees to learn about their job status with Exel before November 1<sup>st</sup>. We understand that you will want to keep your best warehouse personnel until October 31<sup>st</sup>. We*

*believe Exel will agree to interview these individuals, and, if hired, arrange a start date of sometime after November 1<sup>st</sup>.*

**[Brian Law]** *Thank you for asking Exel to create this interview process. I would hope that the NHSLC would expect Exel to hire displaced employees all other things being equal. We will need to keep nearly all of our personnel until Oct 31<sup>st</sup> in order to provide the transition services you are requesting and to handle the normal flow of inventory.*

**NHSLC - We have shared your comments with Exel.**

*We will leave to Exel whether experience at Law should result in a “priority” in the sense of all other things being equal, a Law employee should be hired over an equally qualified non-Law employee.*

**[Brian Law]** *My request is for the NHSLC to ensure that Law candidates are not penalized in the Exel hiring process due to the need to work in Nashua through Oct 31<sup>st</sup> and thus not be available for full time training. We will work with Exel to ensure that these hires have time to train during October and ask that the NHSLC be an advocate in that process.*

**NHSLC - There will be no penalties.**

- When will Exel begin receiving product?
  - *Possibly as early as the second half of September*

**[Brian Law]** *When will this date be confirmed and what will their receiving capabilities be as they ramp up?*

**NHSLC - When Exel starts to receive product from Law (on or after October 1<sup>st</sup>), it will be able to handle 20,000 cases per day from Law.**

- Will Exel be receiving product directly from suppliers and transfers from Nashua prior to October 31<sup>st</sup>?
  - *Yes, for product that will not be sold until after October 31<sup>st</sup>;*
  - *The transfer of product from Nashua to Bow prior to October 31<sup>st</sup> is what we’re trying to resolve*
- Please define how we will be receiving orders?
  - *Since this product does not belong to the NHSLC, the NHSLC will not be involved in this process. Suppliers/Brokers will handle this like it was a vendor transfer. They will contact Law and ask that so many cases of a particular SKU (based on current inventories) be moved from Nashua to Bow.*

**[Brian Law]** *In response to your updated answer, we agree that the NHSLC needs to be involved.*

**NHSLC - The NHSLC will serve as a monitor, oversee the transfer process, and coordinate this activity with the brokers based on the capabilities and limitations of Law and Exel. Our intent is to have the brokers/suppliers submit to the NHSLC a listing of all product to be moved from Nashua to Bow. The NHSLC will review the list, determine the priorities, and notify the brokers/suppliers the day and the number of cases of each SKU to be moved based on transfer capabilities – that is, shipping capabilities of Law and receiving capabilities of Exel.**

**Will the NHSLC or the supplier be paying the shipping charges on these orders?**

*NHSLC - As indicated to you before, if we reach an agreement, the NHSLC will pay all transportation service charges to move product from Law to Exel as delineated in Appendix F of the current Transportation contract between the NHSLC and Law. This calls for \$.65/case transportation service charge on weekdays and \$.80/case on weekends and holidays. In addition, from Exhibit F in the Warehouse Services Contract, there is a normal order processing charge of \$.15/case that is paid by the NHSLC.*

*How will we receive these orders?*

*NHSLC - Electronically*

- What is your expectation regarding picking normal orders and transfer orders?
  - *How many transfer orders can Law pick per day above the normal pick orders? How many trailers can Law handle per day above the normal deliveries?*

*[Brian Law] The answer to this question is tied to the volume of receiving that we will have during this timeframe,*

*NHSLC – Exel will begin to receive incoming product above what is necessary to fill orders from licensees and the NHSLC through October 31, 2013. This will in turn reduce your incoming volume below historical numbers.*

*what Exel will be receiving compared to their receiving capacity,*

*NHSLC – The NHSLC doesn't believe this will be an issue; Exel will have the capacity to receive up to 20,000 cases per day from you as well as direct shipments from suppliers.*

*how the store/licensee ordering compares to previous years,*

*NHSLC – The NHSLC anticipates store orders to increase over historical volumes between 5-10%.*

*and how our staffing levels are effected by the end of the contract.*

*NHSLC – The NHSLC understands the issue. We have taken steps with Exel to allow your staff to stay for the duration of the contract. As we recall, you priced our current contract to provide incentives to employees so they would remain for the full term of the contract.*

*Overall, we need to get to a daily case number that Law can process and ship to Exel. This would be above and beyond what you ship to licensees and our stores.*

*Will you have adequate tractors and trailers to transport the product from Nashua to Bow or do we need to find additional transportation services?*

- Please define your commitment to ensuring we are paid for bailment charges prior to Nov 1<sup>st</sup>, warehouse charges for product remaining after Nov 1<sup>st</sup>, and for warehouse charges on abandoned product?
  - *We propose that bailment charges continue to be paid to Law by brokers for transferred product through October 31, 2013.*

*[Brian Law] To be clear by way of example, say 100 cases of one item are transferred to Bow in September, and based on its avg. shipping had that lot remained in Nashua it would have incurred two more 14-day recurring storage charges between that transfer*

*date and October 31st. We are to charge the supplier the recurring storage charges in their September invoice and the shipping fee is to be charged to the NHSLC. Do I have that right?*

*NHSLC – We don't plan to transfer cases from Law to Exel until on or after October 1, 2013. The supplier will be charged the storage charges including recurring storage charges from the date the product is pulled from Nashua until October 31<sup>st</sup>. You control which invoice the charges appear on. Shipping fees will be paid by NHSLC as described above.*

➤ *What do you mean by warehouse charges?*

*[Brian Law] The rates in our contract expire Oct 31<sup>st</sup>. Prior to then we will develop warehouse charges for handling, storage, shipping, etc. that become effective Nov 1<sup>st</sup> to apply to inventory remaining after Oct 31<sup>st</sup>.*

*NHSLC – We agree that the rates in our contract expire October 31, 2013. We requested that you establish rates for a transition period following October 31<sup>st</sup>. You declined to do so. If you want to charge suppliers after November 1, 2013, we will need to amend the current contract to set rates for a period of time necessary to move all of the remaining product out of Law. We look to you to propose rates for this time period. Bear in mind that this contract amendment must be approved by Governor & Council.*

*What is your commitment to ensuring that we are paid these warehouse charges, even after product has been transferred to Bow?*

*NHSLC – We will take appropriate action with any suppliers where this is an issue.*

➤ *What do you mean by abandoned product?*

*[Brian Law] Exactly as it reads, charges incurred for product abandoned in our warehouse by the supplier.*

*NHSLC – Is there any abandoned product in your warehouse at this time? If so, can you please provide an inventory of this abandoned product.*

➤ *Is there product in your warehouse for which you are not receiving bailment? If so, please identify the nominal owner of the product.*

*[Brian Law] Sorry, I'm not sure what you're asking.*

*NHSLC – Is there abandoned product in your warehouse at this time or are you addressing product that may be hypothetically abandoned in the future? If the latter, we expect that we will be able to influence the owner to remove the product.*

- *Are all the lost recurring storage charges, from date of transfer to Nov 1, and the associated programming, charged to the NHSLC?*

➤ *What are "lost recurring storage charges"?*

*[Brian Law] I am asking if the recurring storage charges which we would have received had the product not been transferred are to be charged to the supplier or the NHSLC.*

*NHSLC - The supplier will be charged for storage charges including recurring storage charges.*

➤ *What are associated programming charges?*

*[Brian Law] To charge the NHSLC for storage and/or shipping charges which normally are charged to the supplier will require programming changes. Once we understand how orders will be received and processed it may become evident that significant programming is involved and we are confirming that the NHSLC will be responsible for those programming costs rather than the suppliers.*

*NHSLC – We described above the charges which the NHSLC is willing to bear, and the charges which the suppliers will continue to pay. You currently charge suppliers for bailment, handling, etc., so no programming changes are necessary. You currently bill the NHSLC for NHSLC-owned product that is transported from Nashua to our stores, so no new programming is necessary. We don't understand where any new programming efforts would apply.*

Additional Question from your July 2nd email:

We have a basic question. When your warehouse contract has expired and all of the product is moved out of your warehouse, please explain your warehousing plans, if any, regarding product that the NHSLC controls.

*[Brian Law] We are developing our plans. We believe we have the legal right to maintain our license, understanding that we wouldn't be shipping to stores or licensees and are seeking to confirm now that the NHSLC will renew our license. Do our plans have any bearing on the NHSLC's transition strategy?*

*NHSLC – The NHSLC controls all alcoholic product over 6%. The transition needs to result in all of that product being removed from your warehouse. In the future, all bailment product will be stored in the Exel warehouse which has an exclusive contract with the NHSLC.*

*We have been told that the NHSLC does not intend to transfer all products to Bow. How do you define the products which you do not intend to transfer to Bow?*

*NHSLC - We can not confirm now that your license will be renewed as this is not a decision I have the authority to make. It is a Commission decision. I expect that the Commission will require a detailed explanation of your business plan that would require a license to store alcoholic products. All product will be removed from Law's warehouse.*



Please consider the environment before printing this e-mail.

Craig W. Bulkley  
Director  
Division of Administration  
NH State Liquor Commission  
☎ (603) 230-7008  
FAX (603) 271-3897  
Cell: (603) 490-1559  
✉ [cbulkley@liquor.state.nh.us](mailto:cbulkley@liquor.state.nh.us)

**CONFIDENTIALITY NOTICE**

This e-mail and any files transmitted with it are confidential and are intended solely for the use of the individual or entity to whom they are addressed. This communication may contain material protected by law. If you are not the intended recipient or the person responsible for delivering the e-mail to the

intended recipient, be advised that you have received this e-mail in error and that any use, dissemination, forwarding, printing, or copying of this e-mail is strictly prohibited and may be subject to criminal prosecution. If you have received this e-mail in error, please destroy and immediately notify me by telephone at (603)230-7008.

From: Nancy Lamarche <nancylamarchecpa@gmail.com>  
 To: Craig W. Bulkey  
 Cc:  
 Subject: Response to Craig Bulkey Affirmation of Pricing Request of July 9th  
 Attachments:  Copy of Laconia Financial Spreadsheet revised.xls (42 KB)

LACONIA BWD RATE PROPOSAL SUMMARY										
		CASE VOLUME	APPENDIX-D		APPENDIX D-1		APPENDIX D-2		APPENDIX D-3	
		5/1/2012 - 4/30/2013	NO CO-MINGLING		+ LICENSEE DELIVERIES		MULTIPLE DELIVERY ZONES			
			M-F	Wknd/Hol	M-F	Wknd/Hol	M-F	Wknd/Hol	M-F	Wknd/Hol
<b>BEVERAGE CASES:</b>	Pallet Unload		\$ 0.75	\$ 0.75	\$ 0.70	\$ 0.70	\$ 0.65	\$ 0.65	\$ 0.60	\$ 0.60
	Hand Unload		\$ 0.75	\$ 0.75	\$ 0.70	\$ 0.70	\$ 0.65	\$ 0.65	\$ 0.60	\$ 0.60
<b>MOVEMENT:</b>	Nashua - Bow		\$ 0.55	\$ 0.55	\$ 0.55	\$ 0.55	\$ 0.65	\$ 0.65	\$ 0.60	\$ 0.60
	Concord - Bow		\$ 0.55	\$ 0.55	\$ 0.55	\$ 0.55	\$ 0.65	\$ 0.65	\$ 0.60	\$ 0.60
	Totes & Supplies: To and From Stores		-	-	-	-	-	-	-	-
	Product at Concord Whse to Bow Whse		-	-	-	-	-	-	-	-
	Pallets - Unuseable pallets & empty boxes		-	-	-	-	-	-	-	-
<b>SUMMARY OF CASES &amp; COSTS:</b>										
	Pallet Total	1,968,914	\$ 1,476,686		\$ 1,378,240					
	Hand Total	1,570,773	\$ 1,178,080		\$ 1,099,541					
	Total Cases	3,539,687	\$ 2,654,765		\$ 2,477,781					
<b>Weekend/ Holiday: (11/12/12 &amp; 11/23/12)</b>										
	Pallet Total	26,565	\$ 19,924		\$ 18,596					
	Hand Total	13,092	\$ 9,819		\$ 9,164					
	Total Weekend/Holiday Cases	39,657	\$ 29,743		\$ 27,760					
	Grand Total Annual Cases	3,579,344	\$ 2,684,508		\$ 2,505,541					
	Grand Total Annual Cost		\$ 2,684,508		\$ 2,505,541					
<b>Movement:</b>										
	Nashua - Bow	150,000	\$ 82,500		\$ 82,500					
	Concord - Bow	40,000	\$ 22,000		\$ 22,000					
	Est. Total Movement Cases	190,000	\$ 104,500		\$ 104,500					
<b>GRANT TOTAL:</b>			\$ 2,789,008		\$ 2,610,041					

Mr. Craig Bulkey, Director-Div. of Administration/NHLC:

*IN RESPONSE TO CONFIRMATION OF FINANCIALS REQUEST:* There is an exception on the rates re: the Nashua-Bow and Concord Bow movements, and a calculation error on the spreadsheet that was provided

1. In review, our bid pricing worksheet, section V-Proposals D and D-1 failed to accurately isolate the *Nashua to Bow* and *Concord to Bow* sub-rate proposal. What is more, the rate we intended to isolate for these “movements” also does not seem to be supported in original Section V; it is only evident in the original RFP bid section III, see Table of Contents; Exhibit 18, the “work plan” (business plan) and Exhibit 22 (the internal Rateliner worksheets) which placed the rate at **.55 all in**, see worksheet proforma.

While Rateliner has adjusted the spreadsheet to reflect this correction, we also do not want to propel even the slightest trace hint of altering our original

bid, ref. RFP Section 4.5. In sum, our intended Nashua and on-going Concord inbound rates can only be supported by the two afore referenced bid exhibit appendices, but clearly was not evident by the Section V Cost Proposal Section itself. We defer to the EC's judgment as to whether the appropriate bid rates to be considered are those in the spreadsheet prepared by you, or as corrected and attached hereto.

2. The Proposal Summary spreadsheet as presented does otherwise accurately portray our D and D-1 pricing proposals for aggregate total store deliveries of 3,579,344 cases (except for the calculation error noted in 4 below). Notably, the Rateliner pricing proposal(s) were submitted for the entire term of the contract rather than limited to the any 18 month right of review; referring to the Craig Bulkley letter request of July 19, question no. 14.
3. Appendix D-1 (Nashua and Concord movement entries only). The above .55 adjustment notwithstanding, there is an error on the spreadsheet you provided. Cells 32F and 33F have incorrect amounts entered, as opposed to using formulas to correctly calculate the amounts. A compilation at .70 should be \$133,000 as opposed to \$85,000.

Thank you,  
Nancy Lamarche  
LBWD/Rateliner

From: Jim Ryan <jryan@lbbassociates.com>  
To: Craig W. Bulkley  
Cc:  
Subject: RE: Confirmation of Financials - LB&B

Craig,

We'll get right on it.

Thanks,

***Jim Ryan***

Director of Business Development  
LB&B Associates Inc.  
9891 Broken Land Parkway  
Suite 400  
Columbia, MD 21046  
Office: 301-596-2440  
Cell: 443-878-6122  
Fax: 301-596-7879  
<http://www.lbbassociates.com/>

*The information contained in this message and any attachment may be proprietary, confidential, and privileged or subject to the work product doctrine and thus protected*

*from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, please notify me immediately by replying to this message and deleting it and all copies and backups thereof. Thank you.*

**From:** Craig W. Bulkley [<mailto:cbulkley@liquor.state.nh.us>]  
**Sent:** Tuesday, July 09, 2013 3:35 PM  
**To:** Jim Ryan  
**Subject:** Confirmation of Financials - LB&B

Jim:

Please review the attached spreadsheet and confirm the rates included in your current proposal for each applicable Appendix.

To calculate the annual cost of your services based on the rates you submitted, we used data for the period from 5/1/2012 - 4/30/2013.

Additionally, the data contains an estimate of the number of cases moving between Nashua and Bow, and Concord and Bow totaling approximately 190,000 cases as well as the related costs based on your proposal.

Please review the rates carefully and confirm that our calculation of your costs are correct. If they are not correct, please respond with appropriate corrections.

**Please respond to this email by 4:00 PM on Thursday, July 11, 2013. Thank you.**



Please consider the environment before printing this e-mail.

Craig W. Bulkley  
Director  
Division of Administration  
NH State Liquor Commission  
☎ (603) 230-7008  
FAX (603) 271-3897  
Cell: (603) 490-1559  
✉ [cbulkley@liquor.state.nh.us](mailto:cbulkley@liquor.state.nh.us)

**CONFIDENTIALITY NOTICE**

This e-mail and any files transmitted with it are confidential and are intended solely for the use of the individual or entity to whom they are addressed. This communication may contain material protected by law. If you are not the intended recipient or the person responsible for delivering the e-mail to the intended recipient, be advised that you have received this e-mail in error and that any use,

dissemination, forwarding, printing, or copying of this e-mail is strictly prohibited and may be subject to criminal prosecution. If you have received this e-mail in error, please destroy and immediately notify me by telephone at (603)230-7008.

From: Craig W. Bulkey  
 To: 'Scott Lyons (EXEL CA) (Scott.Lyons@exel.com)'  
 Cc:  
 Subject: Confirmation of Financials - Exel  
 Attachments:  Exel Financial Spreadsheet.xls (44 KB)

		CASE VOLUME 5/1/2012 - 4/30/2013	APPENDIX-D		APPENDIX D-1		APPENDIX D-2		APPENDIX D-3	
			NO CO-MINGLING M-F	Wknd/Hol	CO-MINGLING M-F	Wknd/Hol	CO-MINGLING + M-F	Wknd/Hol	M-F	Wknd/Hol
<b>BEVERAGE CASES:</b>	Pallet Unload		\$ 0.46	\$ 0.46						
	Hand Unload		\$ 0.55	\$ 0.55						
<b>MOVEMENT:</b>	Nashua - Bow		\$ 0.26	\$ 0.26						
	Concord - Bow		\$ 0.11	\$ 0.11						
Totes & Supplies: To and From Stores			-	-						
Product at Concord Whse to Bow Whse			-	-						
Pallets - Unuseable pallets & empty boxes			-	-						
<b>SUMMARY OF CASES &amp; COSTS:</b>										
Pallet Total		1,968,914	\$ 905,700							
Hand Total		1,570,773	\$ 863,925							
Total Cases		3,539,687	\$ 1,769,626							
<b>Weekend/ Holiday: (11/12/12 &amp; 11/23/12)</b>										
Pallet Total		26,565	\$ 12,220							
Hand Total		13,092	\$ 7,201							
Total Weekend/Holiday Cases		39,657	\$ 19,421							
Grand Total Annual Cases		3,579,344	\$ 1,789,046							
Grand Total Annual Cost			\$ 1,789,046							
<b>Movement:</b>										
Nashua - Bow		150,000	\$ 39,000							
Concord - Bow		40,000	\$ 4,400							
Est. Total Movement Cases		190,000	\$ 43,400							
<b>GRANT TOTAL:</b>			<b>\$ 1,832,446</b>							

**Additional Notes:**

Case volume utilized for this analysis is based on historical activity from 5/1/2012 - 4/30/2013.

Rates based on fuel purchase cost of \$4.50.

From: Craig W. Bulkey  
 To: 'Jim Ryan'  
 Cc:  
 Subject: Confirmation of Financials - LB&B  
 Attachments:  LB&B Financial Spreadsheet.xls (45 KB)

**LB&B RATE PROPOSAL SUMMARY**

		CASE VOLUME	APPENDIX-D		APPENDIX D-1		APPENDIX D-2		APPENDIX D-3	
		5/1/2012 - 4/30/2013	NO CO-MINGLING		CO-MINGLING		CO-MINGLING +			
			M-F	Wknd/Hol	M-F	Wknd/Hol	M-F	Wknd/Hol	M-F	Wknd/Hol
<b>BEVERAGE CASES:</b>	Pallet Unload		\$ 0.81	\$ 0.81						
	Hand Unload		\$ 0.81	\$ 0.81						
<b>MOVEMENT:</b>	Nashua - Bow		\$ 0.58	\$ 0.58						
	Concord - Bow		\$ 0.58	\$ 0.58						
	Totes & Supplies: To and From Stores		-	-						
	Product at Concord Whse to Bow Whse		-	-						
	Pallets - Unuseable pallets & empty boxes		-	-						
<b>SUMMARY OF CASES &amp; COSTS:</b>										
	Pallet Total	1,968,914	\$ 1,594,820							
	Hand Total	1,570,773	\$ 1,272,326							
	Total Cases	3,539,687	\$ 2,867,146							
<b>Weekend/ Holiday: (11/12/12 &amp; 11/23/12)</b>										
	Pallet Total	26,565	\$ 21,518							
	Hand Total	13,092	\$ 10,605							
	Total Weekend/Holiday Cases	39,657	\$ 32,122							
	Grand Total Annual Cases	3,579,344								
	Grand Total Annual Cost		\$ 2,899,269							
<b>Movement:</b>										
	Nashua - Bow	150,000	\$ 87,000							
	Concord - Bow	40,000	\$ 23,200							
	Est. Total Movement Cases	190,000	\$ 110,200							
<b>GRANT TOTAL:</b>			\$ 3,009,469							

**Additional Notes:**

Case volume utilized for this analysis is based on historical activity from 5/1/2012 - 4/30/2013.

Rates based on fuel purchase cost of \$4.50.

Jim:

Please review the attached spreadsheet and confirm the rates included in your current proposal for each applica

To calculate the annual cost of your services based on the rates you submitted, we used data for the period from

Additionally, the data contains an estimate of the number of cases moving between Nashua and Bow, and Concord related costs based on your proposal.

Please review the rates carefully and confirm that our calculation of your costs are correct. If they are not corre

**Please respond to this email by 4:00 PM on Thursday, July 11, 2013. Thank you.**



Please consider the environment before printing this e-mail.

Craig W. Bulkley  
Director  
Division of Administration

NH State Liquor Commission  
☎ (603) 230-7008  
FAX (603) 271-3897  
Cell: (603) 490-1559  
✉ [cbulkley@liquor.state.nh.us](mailto:cbulkley@liquor.state.nh.us)

**CONFIDENTIALITY NOTICE**

This e-mail and any files transmitted with it are confidential and are intended solely for the use of the individual or entity to whom they are addressed. If you are not the intended recipient or the person responsible for delivering the e-mail to the intended recipient, you should not disseminate, distribute or copy this e-mail. Any use, dissemination, forwarding, printing, or copying of this e-mail is strictly prohibited and may be subject to criminal penalties. If you have received this e-mail in error, please immediately notify me by telephone at (603)230-7008.

From: Craig W. Bulkley  
To: 'Nancy Lamarche (nancylamarchecpa@gmail.com)'  
Cc:  
Subject: Confirmation of Financials - Laconia  
Attachments:  Laconia Financial Spreadsheet.xls (46 KB)

Nancy:

Please review the attached spreadsheet and confirm the rates included in your current proposal for each applica

To calculate the annual cost of your services based on the rates you submitted, we used data for the period from

Additionally, the data contains an estimate of the number of cases moving between Nashua and Bow, and Concord  
related costs based on your proposal.

Please review the rates carefully and confirm that our calculation of your costs are correct. If they are not corre

**Please respond to this email by 4:00 PM on Thursday, July 11, 2013. Thank you.**



Please consider the environment before printing this e-mail.

Craig W. Bulkley  
Director  
Division of Administration  
NH State Liquor Commission  
☎ (603) 230-7008  
FAX (603) 271-3897  
Cell: (603) 490-1559  
✉ [cbulkley@liquor.state.nh.us](mailto:cbulkley@liquor.state.nh.us)

**CONFIDENTIALITY NOTICE**

This e-mail and any files transmitted with it are confidential and are intended solely for the use of the individual or entity to whom they are addressed. If you are not the intended recipient or the person responsible for delivering the e-mail to the intended recipient, you should not disseminate, distribute or copy this e-mail. Any use, dissemination, forwarding, printing, or copying of this e-mail is strictly prohibited and may be subject to criminal penalties. If you have received this e-mail in error, please immediately notify me by telephone at (603)230-7008.

**LACONIA BWD RATE PROPOSAL SUMMARY**

		CASE VOLUME 5/1/2012 - 4/30/2013	APPENDIX-D		APPENDIX D-1		APPENDIX D-2		APPENDIX D-3	
			NO CO-MINGLING		+ LICENSEE DELIVERIES		MULTIPLE DELIVERY ZONES			
			M-F	Wknd/Hol	M-F	Wknd/Hol	M-F	Wknd/Hol	M-F	Wknd/Hol
<b>BEVERAGE CASES:</b>	Pallet Unload		\$ 0.75	\$ 0.75	\$ 0.70	\$ 0.70	\$ 0.65	\$ 0.65	\$ 0.60	\$ 0.60
	Hand Unload		\$ 0.75	\$ 0.75	\$ 0.70	\$ 0.70	\$ 0.65	\$ 0.65	\$ 0.60	\$ 0.60
<b>MOVEMENT:</b>	Nashua - Bow		\$ 0.75	\$ 0.75	\$ 0.70	\$ 0.70	\$ 0.65	\$ 0.65	\$ 0.60	\$ 0.60
	Concord - Bow		\$ 0.75	\$ 0.75	\$ 0.70	\$ 0.70	\$ 0.65	\$ 0.65	\$ 0.60	\$ 0.60
	Totes & Supplies: To and From Stores		-	-	-	-	-	-	-	-
	Product at Concord Whse to Bow Whse		-	-	-	-	-	-	-	-
	Pallets - Unuseable pallets & empty boxes		-	-	-	-	-	-	-	-
<b>SUMMARY OF CASES &amp; COSTS:</b>										
	Pallet Total	1,968,914	\$ 1,476,686		\$ 1,378,240					
	Hand Total	1,570,773	\$ 1,178,080		\$ 1,099,541					
	Total Cases	3,539,687	\$ 2,654,765		\$ 2,477,781					
<b>Weekend/ Holiday: (11/12/12 &amp; 11/23/12)</b>										
	Pallet Total	26,565	\$ 19,924		\$ 18,596					
	Hand Total	13,092	\$ 9,819		\$ 9,164					
	Total Weekend/Holiday Cases	39,657	\$ 29,743		\$ 27,760					
	Grand Total Annual Cases	3,579,344								
	Grand Total Annual Cost		\$ 2,684,508		\$ 2,505,541					
<b>Movement:</b>										
	Nashua - Bow	150,000	\$ 112,500		\$ 75,000					
	Concord - Bow	40,000	\$ 30,000		\$ 10,000					
	Est. Total Movement Cases	190,000	\$ 142,500		\$ 85,000					
<b>GRANT TOTAL:</b>			\$ 2,827,008		\$ 2,590,541					

**Additional Notes:**

Case volume utilized for this analysis is based on historical activity from 5/1/2012 - 4/30/2013. Multiple delivery zones and related costs are not included as they are outside of the scope of this RFP. Rates based on fuel purchase cost of \$4.50.

From: Craig W. Bulkeley  
 To: 'Law, Brian (brianlaw@lawwarehouses.com)'  
 Cc:  
 Subject: Confirmation of Financials - Law  
 Attachments:  Law Financial Spreadsheet.xls (46 KB)

Brian:

Please review the attached spreadsheet and confirm the rates included in your current proposal for each applica

To calculate the annual cost of your services based on the rates you submitted, we used data for the period from

Additionally, the data contains an estimate of the number of cases moving between Nashua and Bow, and Conco related costs based on your proposal.

Please review the rates carefully and confirm that our calculation of your costs are correct. If they are not corre

**Please respond to this email by 4:00 PM on Thursday, July 11, 2013. Thank you.**

Craig W. Bulkley  
 Director  
 Division of Administration  
 NH State Liquor Commission  
 ☎ (603) 230-7008  
 FAX (603) 271-3897  
 Cell: (603) 490-1559  
 ✉ [cbulkley@liquor.state.nh.us](mailto:cbulkley@liquor.state.nh.us)

**CONFIDENTIALITY NOTICE**

This e-mail and any files transmitted with it are confidential and are intended solely for the use of the individual or entity to whom they are addressed. If you are not the intended recipient or the person responsible for delivering the e-mail to the intended recipient, you should not disseminate, distribute or copy this e-mail. Please notify the sender immediately by telephone at (603)230-7008 if you have received this e-mail by mistake.

		LAW RATE PROPOSAL SUMMARY									
		CASE VOLUME		APPENDIX-D		APPENDIX D-1		APPENDIX D-2		APPENDIX D-3	
		5/1/2012 - 4/30/2013		NO CO-MINGLING M-F	Wknd/Hol	CO-MINGLING M-F	Wknd/Hol	CO-MINGLING + M-F	Wknd/Hol	LICENSEE DELIVERY COST M-F	Wknd/Hol
<b>BEVERAGE CASES:</b>	Pallet Unload		\$ 0.80	\$ 1.00	\$ 0.70	\$ 0.90	\$ 0.65	\$ 0.85			
	Hand Unload		\$ 1.00	\$ 1.25	\$ 0.90	\$ 1.15	\$ 0.85	\$ 1.10			
<b>MOVEMENT:</b>	Nashua - Bow		\$ 0.50	\$ 0.75	\$ 0.50	\$ 0.75	\$ 0.50	\$ 0.75			
	Concord - Bow		\$ 0.25	\$ 0.50	\$ 0.25	\$ 0.50	\$ 0.25	\$ 0.25			
	Totes & Supplies: To and From Stores		-	-	-	-	-	-	-	-	
	Product at Concord Whse to Bow Whse		-	-	-	-	-	-	-	-	
	Pallets - Unuseable pallets & empty boxes		-	-	-	-	-	-	-	-	
<b>SUMMARY OF CASES &amp; COSTS:</b>											
	Pallet Total	1,968,914	\$1,575,131		\$1,378,240		\$1,279,794		Fixed Cost		
	Hand Total	1,570,773	\$1,570,773		\$1,413,696		\$1,335,157		1-50 Cases \$ 60		
	Total Cases	3,539,687	\$3,145,904		\$2,791,936		\$2,614,951		51-100 Cases \$ 90		
									>100 Cases \$90 +.9/Cs		
	<b>Weekend/ Holiday: (11/12/12 &amp; 11/23/12)</b>										
	Pallet Total	26,565	\$ 26,565		\$ 23,909		\$ 22,580				
	Hand Total	13,092	\$ 16,365		\$ 15,056		\$ 14,401				
	Total Weekend/Holiday Cases	39,657	\$ 42,930		\$ 38,964		\$ 36,981				
	<b>Grand Total Annual Cases</b>	<b>3,579,344</b>									
	<b>Grand Total Annual Cost</b>		<b>\$ 3,188,834</b>		<b>\$ 2,830,900</b>		<b>\$ 2,651,933</b>				
	<b>Movement:</b>										
	Nashua - Bow	150,000	\$ 75,000		\$ 75,000		\$ 75,000				
	Concord - Bow	40,000	\$ 10,000		\$ 10,000		\$ 10,000				
	Est. Total Movement Cases	190,000	\$ 85,000		\$ 85,000		\$ 85,000				
	<b>GRANT TOTAL:</b>		<b>\$ 3,273,834</b>		<b>\$ 2,915,900</b>		<b>\$ 2,736,933</b>				

**Additional Notes:**

Case volume utilized for this analysis is based on historical activity from 5/1/2012 - 4/30/2013.

Rates based on fuel purchase cost of \$4.50.

From: Scott Lyons (EXEL CA) <Scott.Lyons@exel.com>  
 To: Craig W. Bulkley  
 Cc:  
 Subject: Exel - Further follow-up from the presentation

As requested here is draft language for consideration regarding how to manage adjustments to pricing. Please consider ways of reducing the cost of transportation to the benefit of the NHSLC and Exel.

Operating Parameters or Scope of Service Changes. If during this Agreement the Services or Operating Parameters (whether an increase or decrease) is/are equitable, it shall notify the other Party of the same, and the Party shall accept the same. Any party requesting a change in rates shall submit a comprehensive proposal providing detailed support.

Our engineering team is completing some analysis later today that will provide guidance on the percentage of change in this language.

I will call you later today to discuss any questions.

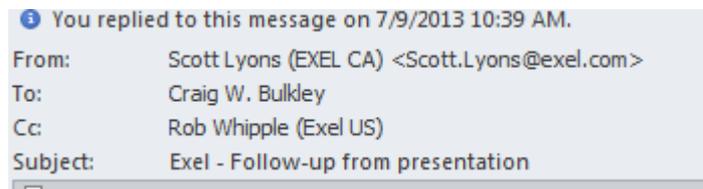
Please confirm receipt.

Thanks,  
Scott Lyons

Exel  
90 Matheson Blvd. West, Suite 111  
Mississauga, Ontario  
L5R 3R3  
Canada

Telephone: 905 366-7691  
Mobile: 416 417-2537

[www.exel.com](http://www.exel.com)

A screenshot of an email header. At the top, it says "You replied to this message on 7/9/2013 10:39 AM." Below that, the header fields are: From: Scott Lyons (EXEL CA) <Scott.Lyons@exel.com>, To: Craig W. Bulkeley, Cc: Rob Whipple (Exel US), Subject: Exel - Follow-up from presentation.

We are amending our answer to the following question: Are there any actions pending against Exel by any federal agency?

Answer:

Exel is subject to routine regulatory inspections and audits in the normal course of business. Exel understands that such inspections and audits constitute confidential, commercial information which is subject to the Freedom of Information Act. For more information, please contact Rob Whipple, Associate General Counsel, DHL/Exel Global Business Services.

Please confirm receipt.

Thanks,  
Scott Lyons

Exel  
90 Matheson Blvd. West, Suite 111  
Mississauga, Ontario  
L5R 3R3  
Canada

Telephone: 905 366-7691  
Mobile: 416 417-2537

[www.exel.com](http://www.exel.com)

**From:** Jim Ryan <jryan@lbbassociates.com>  
**To:** Craig W. Bulkley  
**Cc:**  
**Subject:** RE: Visit

Craig,

OK – thanks.

*Jim Ryan*

Director of Business Development  
LB&B Associates Inc.  
9891 Broken Land Parkway  
Suite 400  
Columbia, MD 21046  
Office: 301-596-2440  
Cell: 443-878-6122  
Fax: 301-596-7879  
<http://www.lbbassociates.com/>

*The information contained in this message and any attachment may be proprietary, confidential, and privileged or subject to the work product doctrine and thus protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, please notify me immediately by replying to this message and deleting it and all copies and backups thereof. Thank you.*

**From:** Craig W. Bulkley [<mailto:cbulkley@liquor.state.nh.us>]  
**Sent:** Monday, July 08, 2013 1:55 PM  
**To:** Jim Ryan  
**Subject:** RE: Visit

Jim:

I really can't provide guidance in this area as your question is a legal one, and I am not an attorney.

**From:** Jim Ryan [<mailto:jryan@lbbassociates.com>]  
**Sent:** Monday, July 08, 2013 8:20 AM  
**To:** Craig W. Bulkley  
**Subject:** RE: Visit

Craig,

Hope you had a great holiday and weekend. I was wondering if there is any guidance available send it over.

Thanks much ,

*Jim Ryan*

Director of Business Development

LB&B Associates Inc.  
9891Broken Land Parkway  
Suite 400  
Columbia, MD 21046  
Office: 301-596-2440  
Cell: 443-878-6122  
Fax: 301-596-7879  
<http://www.lbbassociates.com/>

*The information contained in this message and any attachment may be proprietary, confidential, and privileged or subject to the work product doctrine and thus protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, please notify me immediately by replying to this message and deleting it and all copies and backups thereof. Thank you.*

**From:** Craig W. Bulkley [<mailto:cbulkley@liquor.state.nh.us>]  
**Sent:** Monday, July 01, 2013 10:38 AM  
**To:** Jim Ryan  
**Subject:** RE: Visit

\$.81

**From:** Jim Ryan [<mailto:jryan@lbbassociates.com>]  
**Sent:** Monday, July 01, 2013 10:22 AM  
**To:** Craig W. Bulkley  
**Subject:** RE: Visit

Craig,

Is the current price being considered the \$0.81 or \$0.87?

Thanks,

***Jim Ryan***

Director of Business Development  
LB&B Associates Inc.  
9891Broken Land Parkway  
Suite 400  
Columbia, MD 21046  
Office: 301-596-2440  
Cell: 443-878-6122  
Fax: 301-596-7879  
<http://www.lbbassociates.com/>

*The information contained in this message and any attachment may be proprietary, confidential, and privileged or subject to the work product doctrine and thus protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby*

*notified that any dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, please notify me immediately by replying to this message and deleting it and all copies and backups thereof. Thank you.*

**From:** Craig W. Bulkley [<mailto:cbulkley@liquor.state.nh.us>]  
**Sent:** Monday, July 01, 2013 10:18 AM  
**To:** Jim Ryan  
**Subject:** RE: Visit

Jim:

It was good to meet your team as well.

We have not asked you to move on your price yet as we were just inquiring whether you had room to move. At



Please consider the environment before printing this e-mail.

Craig W. Bulkley  
Director  
Division of Administration  
NH State Liquor Commission  
☎ (603) 230-7008  
FAX (603) 271-3897  
Cell: (603) 490-1559  
✉ [cbulkley@liquor.state.nh.us](mailto:cbulkley@liquor.state.nh.us)

**CONFIDENTIALITY NOTICE**

This e-mail and any files transmitted with it are confidential and are intended solely for the use of the individual or entity to whom this e-mail is addressed. If you are not the person responsible for delivering the e-mail to the intended recipient, be advised that you have received this e-mail in error and that any review, copying or distribution of the contents of this e-mail is strictly prohibited. If you have received this e-mail in error, please destroy and immediately notify me by telephone at (603)230-7008.

**From:** Jim Ryan [<mailto:jryan@lbbassociates.com>]  
**Sent:** Monday, July 01, 2013 9:47 AM  
**To:** Craig W. Bulkley  
**Subject:** Visit

Craig,

Thanks for the opportunity to get together with the team and to go over the proposal. We are looking forward to working with you wherever we can.

On the pricing, I'm assuming your team was referring to the latest pricing provided with the answers to your questions.

Thanks again,

*Jim Ryan*

Director of Business Development  
LB&B Associates Inc.  
9891 Broken Land Parkway  
Suite 400  
Columbia, MD 21046  
Office: 301-596-2440  
Cell: 443-878-6122  
Fax: 301-596-7879  
<http://www.lbbassociates.com/>

*The information contained in this message and any attachment may be proprietary, confidential, and privileged or subject to the work product doctrine and thus protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, please notify me immediately by replying to this message and deleting it and all copies and backups thereof. Thank you.*

**From:** Jim Ryan <jryan@lbbassociates.com>  
**To:** Craig W. Bulkeley  
**Cc:**  
**Subject:** RE: Visit

Craig,

OK – thanks.

***Jim Ryan***

Director of Business Development  
LB&B Associates Inc.  
9891 Broken Land Parkway  
Suite 400  
Columbia, MD 21046  
Office: 301-596-2440  
Cell: 443-878-6122  
Fax: 301-596-7879  
<http://www.lbbassociates.com/>

*The information contained in this message and any attachment may be proprietary, confidential, and privileged or subject to the work product doctrine and thus protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, please notify me immediately by replying to this message and deleting it and all copies and backups thereof. Thank you.*

**From:** Craig W. Bulkeley [<mailto:cbulkeley@liquor.state.nh.us>]  
**Sent:** Monday, July 08, 2013 1:55 PM  
**To:** Jim Ryan  
**Subject:** RE: Visit

Jim:

I really can't provide guidance in this area as your question is a legal one, and I am not an attorney.

**From:** Jim Ryan [<mailto:jryan@lbbassociates.com>]  
**Sent:** Monday, July 08, 2013 8:20 AM  
**To:** Craig W. Bulkley  
**Subject:** RE: Visit

Craig,

Hope you had a great holiday and weekend. I was wondering if there is any guidance available send it over.

Thanks much ,

*Jim Ryan*

Director of Business Development  
LB&B Associates Inc.  
9891 Broken Land Parkway  
Suite 400  
Columbia, MD 21046  
Office: 301-596-2440  
Cell: 443-878-6122  
Fax: 301-596-7879  
<http://www.lbbassociates.com/>

*The information contained in this message and any attachment may be proprietary, confidential, and privileged or subject to the work product doctrine and thus protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, please notify me immediately by replying to this message and deleting it and all copies and backups thereof. Thank you.*

**From:** Craig W. Bulkley [<mailto:cbulkley@liquor.state.nh.us>]  
**Sent:** Monday, July 01, 2013 10:38 AM  
**To:** Jim Ryan  
**Subject:** RE: Visit

\$.81

**From:** Jim Ryan [<mailto:jryan@lbbassociates.com>]  
**Sent:** Monday, July 01, 2013 10:22 AM  
**To:** Craig W. Bulkley  
**Subject:** RE: Visit

Craig,

Is the current price being considered the \$0.81 or \$0.87?

Thanks,

***Jim Ryan***

Director of Business Development  
LB&B Associates Inc.  
9891 Broken Land Parkway  
Suite 400  
Columbia, MD 21046  
Office: 301-596-2440  
Cell: 443-878-6122  
Fax: 301-596-7879  
<http://www.lbbassociates.com/>

*The information contained in this message and any attachment may be proprietary, confidential, and privileged or subject to the work product doctrine and thus protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, please notify me immediately by replying to this message and deleting it and all copies and backups thereof. Thank you.*

**From:** Craig W. Bulkley [<mailto:cbulkley@liquor.state.nh.us>]  
**Sent:** Monday, July 01, 2013 10:18 AM  
**To:** Jim Ryan  
**Subject:** RE: Visit

Jim:

It was good to meet your team as well.

We have not asked you to move on your price yet as we were just inquiring whether you had room to move. At



Please consider the environment before printing this e-mail.

Craig W. Bulkley  
Director  
Division of Administration  
NH State Liquor Commission  
☎ (603) 230-7008  
FAX (603) 271-3897  
Cell: (603) 490-1559  
✉ [cbulkley@liquor.state.nh.us](mailto:cbulkley@liquor.state.nh.us)

**CONFIDENTIALITY NOTICE**

This e-mail and any files transmitted with it are confidential and are intended solely for the use of the individual or entity to

person responsible for delivering the e-mail to the intended recipient, be advised that you have received this e-mail in error and no legal prosecution. If you have received this e-mail in error, please destroy and immediately notify me by telephone at (603)230-7

**From:** Jim Ryan [<mailto:jryan@lbbassociates.com>]  
**Sent:** Monday, July 01, 2013 9:47 AM  
**To:** Craig W. Bulkley  
**Subject:** Visit

Craig,

Thanks for the opportunity to get together with the team and to go over the proposal. We are looking forward to meeting with you where we can.

On the pricing, I'm assuming your team was referring to the latest pricing provided with the answers.

Thanks again,

*Jim Ryan*

Director of Business Development  
LB&B Associates Inc.  
9891 Broken Land Parkway  
Suite 400  
Columbia, MD 21046  
Office: 301-596-2440  
Cell: 443-878-6122  
Fax: 301-596-7879  
<http://www.lbbassociates.com/>

*The information contained in this message and any attachment may be proprietary, confidential, and privileged or subject to the work product doctrine and thus protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, please notify me immediately by replying to this message and deleting it and all copies and backups thereof. Thank you.*

**From:** Brian Law <[brianlaw@lawwarehouses.com](mailto:brianlaw@lawwarehouses.com)>  
**To:** Craig W. Bulkley  
**Cc:** John D. Bunnell  
**Subject:** RE: Transition Issues - Law

Craig: Yes I did receive yesterday's email. We will respond tomorrow after an additional meeting with IT.  
Brian

**From:** Craig W. Bulkley [<mailto:cbulkley@liquor.state.nh.us>]  
**Sent:** Tuesday, July 02, 2013 1:51 PM  
**To:** Brian Law  
**Cc:** John D. Bunnell  
**Subject:** Transition Issues  
**Importance:** High

Brian:

I sent you a response to a number of your questions (sent to us on 6/26) yesterday afternoon. Did you receive t

There are a couple of clarifications we wish to make to our responses yesterday:

1. In response to the question as to how you will be receiving orders, we indicated that the NHSLC will not process, and coordinate this activity with the brokers based on the capabilities and limitations of Law an
2. In response to your question regarding picking normal orders and transfer orders, we asked how many t transferred can Law pick per day. Please also identify whether the number of cases will vary from day to

We have a basic question. When your warehouse contract has expired and all of the product is moved out of yo



Please consider the environment before printing this e-mail.

Craig W. Bulkley  
Director  
Division of Administration  
NH State Liquor Commission  
☎ (603) 230-7008  
FAX (603) 271-3897  
Cell: (603) 490-1559  
✉ [cbulkley@liquor.state.nh.us](mailto:cbulkley@liquor.state.nh.us)

**CONFIDENTIALITY NOTICE**

This e-mail and any files transmitted with it are confidential and are intended solely for the use of the individual or entity to person responsible for delivering the e-mail to the intended recipient, be advised that you have received this e-mail in error or prosecution. If you have received this e-mail in error, please destroy and immediately notify me by telephone at (603)230-7

From:	Craig W. Bulkley
To:	'Jim Ryan'
Cc:	
Subject:	RE: LB&B Visit

\$.81

**From:** Jim Ryan [<mailto:jryan@lbbassociates.com>]  
**Sent:** Monday, July 01, 2013 10:22 AM  
**To:** Craig W. Bulkley  
**Subject:** RE: Visit

Craig,

Is the current price being considered the \$0.81 or \$0.87?

Thanks,

*Jim Ryan*

Director of Business Development  
LB&B Associates Inc.  
9891 Broken Land Parkway  
Suite 400  
Columbia, MD 21046  
Office: 301-596-2440  
Cell: 443-878-6122  
Fax: 301-596-7879  
<http://www.lbbassociates.com/>

*The information contained in this message and any attachment may be proprietary, confidential, and privileged or subject to the work product doctrine and thus protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, please notify me immediately by replying to this message and deleting it and all copies and backups thereof. Thank you.*

**From:** Craig W. Bulkley [<mailto:cbulkley@liquor.state.nh.us>]  
**Sent:** Monday, July 01, 2013 10:18 AM  
**To:** Jim Ryan  
**Subject:** RE: Visit

Jim:

It was good to meet your team as well.

We have not asked you to move on your price yet as we were just inquiring whether you had room to move. At



Please consider the environment before printing this e-mail.

Craig W. Bulkley  
Director  
Division of Administration  
NH State Liquor Commission  
☎ (603) 230-7008  
FAX (603) 271-3897  
Cell: (603) 490-1559  
✉ [cbulkley@liquor.state.nh.us](mailto:cbulkley@liquor.state.nh.us)

**CONFIDENTIALITY NOTICE**

This e-mail and any files transmitted with it are confidential and are intended solely for the use of the individual or entity to person responsible for delivering the e-mail to the intended recipient, be advised that you have received this e-mail in error or prosecution. If you have received this e-mail in error, please destroy and immediately notify me by telephone at (603)230-7

**From:** Jim Ryan [<mailto:jryan@lbbassociates.com>]  
**Sent:** Monday, July 01, 2013 9:47 AM  
**To:** Craig W. Bulkley  
**Subject:** Visit

Craig,

Thanks for the opportunity to get together with the team and to go over the proposal. We are looking forward to meeting with you where we can.

On the pricing, I'm assuming your team was referring to the latest pricing provided with the answers.

Thanks again,

*Jim Ryan*

Director of Business Development  
LB&B Associates Inc.  
9891 Broken Land Parkway  
Suite 400  
Columbia, MD 21046  
Office: 301-596-2440  
Cell: 443-878-6122  
Fax: 301-596-7879  
<http://www.lbbassociates.com/>

*The information contained in this message and any attachment may be proprietary, confidential, and privileged or subject to the work product doctrine and thus protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, please notify me immediately by replying to this message and deleting it and all copies and backups thereof. Thank you.*

**From:** Craig W. Bulkley  
**To:** 'Jim Ryan'  
**Cc:**  
**Subject:** RE: LB&B Visit

Jim:

It was good to meet your team as well.

We have not asked you to move on your price yet as we were just inquiring whether you had room to move. At



Please consider the environment before printing this e-mail.

Craig W. Bulkley  
Director  
Division of Administration  
NH State Liquor Commission

☎ (603) 230-7008  
FAX (603) 271-3897  
Cell: (603) 490-1559  
✉ [cbulkley@liquor.state.nh.us](mailto:cbulkley@liquor.state.nh.us)

**CONFIDENTIALITY NOTICE**

This e-mail and any files transmitted with it are confidential and are intended solely for the use of the individual or entity to whom they are addressed. If you have received this e-mail in error, please notify the person responsible for delivering the e-mail to the intended recipient, be advised that you have received this e-mail in error and that any review, copying or distribution of it is strictly prohibited. If you have received this e-mail in error, please destroy and immediately notify me by telephone at (603)230-7008.

**From:** Jim Ryan [<mailto:jryan@lbbassociates.com>]  
**Sent:** Monday, July 01, 2013 9:47 AM  
**To:** Craig W. Bulkley  
**Subject:** Visit

Craig,

Thanks for the opportunity to get together with the team and to go over the proposal. We are looking for a location where we can.

On the pricing, I'm assuming your team was referring to the latest pricing provided with the answers.

Thanks again,

*Jim Ryan*  
Director of Business Development  
LB&B Associates Inc.  
9891 Broken Land Parkway  
Suite 400  
Columbia, MD 21046  
Office: 301-596-2440  
Cell: 443-878-6122  
Fax: 301-596-7879  
<http://www.lbbassociates.com/>

*The information contained in this message and any attachment may be proprietary, confidential, and privileged or subject to the work product doctrine and thus protected from disclosure. If the reader of this message is not the intended recipient, or an employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, please notify me immediately by replying to this message and deleting it and all copies and backups thereof. Thank you.*

